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Nottingham

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Gender Pay Gap Report March 2020



Introduction by the Vice-Chancellor, Professor Shearer West

The University of Nottingham continues to work to deliver equality, diversity and inclusion (EDI) to benefit our institution and support our staff and students. This is a core priority of our University Strategy, reflected in our values, and our goal to recruit and support staff with the highest potential.

This annual report provides an opportunity to reflect on our progress towards closing the gender pay gap, helping us to understand the impact of our actions so far, and prioritising activities for the future.

Over the past year, the University has taken further steps to secure a more diverse community and ensure that women are better represented at all levels to make the best use of the talent, skill and commitment found across our institution. We have reviewed the academic promotions process, and hope that the revised approach will help remove barriers to women's progress. The University is also completing a senior pay review that will ensure, from August 2020, new staff appointed to the equivalent of professorial grade will be paid with greater emphasis on their contribution rather than length of service. This approach will be extended to all level seven roles from August 2021.

The University is also continuing to focus on diversity in recruitment practices such as EDI training for recruiters and panel members, anonymised applications and ensuring recruitment agencies emphasise diversity when providing job candidates.

I am pleased to note further reductions on some pay gap calculations compared to last year, but I am also keen to see much greater progress.

Since we started publishing gender pay data, the mean gender pay gap in favour of male employees has reduced from 23.1% in 2017/18 to 21.7% in 2019/20. However, our gender pay gap remains significant. It is clear that there is much more to do, and we must continue to challenge ourselves, and each other, to achieve equality for all staff, at all levels.

I have therefore established a new staff task group to review our progress and recommend additional actions to reduce our gender pay gaps. I have also asked this group to consider our ethnicity pay gap and to provide guidance on any additional actions required.

I hope that everyone in our University community will read this report and that we can continue to work together to make progress in reducing the gender pay gap.

Professor Shearer West
Vice-Chancellor

2019 gender pay gap results summary

A meaningful reduction in the University's gender pay gap (GPG) will take time. This challenge is one of the priority issues being addressed through the delivery of our [Equality, Diversity and Inclusion Strategic Delivery Plan](#). The implementation of this plan is led by the Pro-Vice-Chancellor for Equality, Diversity and Inclusion. We are committed to consistent progress on this, year on year.

Within the report you will find:

- reported data on the gender pay gap at the University
- action the University is taking to tackle the gender pay gap
- the calculations required by the legislation

2019 results with 2018/2017 comparison

	Calculation 1	Calculation 2	Calculation 3	Calculation 4	Calculation 5		
	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap	% of women awarded a bonus	% of men awarded a bonus	Difference
2019	21.7%	16.9%	78.1%	27.1%	7.2%	8.0%	0.8%
2018	22.0%	16.6%	75.5%	28.6%	7.0%	8.4%	1.4%
2017	23.1%	18.9%	77.5%	38.5%	7.5%	8.7%	1.2%

Comparing 2019 with 2018 shows:

Three calculations have seen a reduction in the GPG:

- -0.3% in the mean pay gap
- -1.5% in the median bonus gap
- -0.6% in the percentage of men awarded a bonus vs the percentage of women awarded a bonus

Two calculations have seen a widening in the GPG:

- +0.3% in the median pay gap
- +2.6% in the mean bonus gap, however table 3 shows the mean bonus gap would have seen a 0.4% reduction if Clinical Academic colleagues were excluded

Comparing 2019 with 2017 base data shows a reduction in four out of the five calculations, with the mean bonus gap (calculation three) seeing a marginal widening.

It is important to note the significant impact of Clinical Academic pay arrangements on the bonus pay gaps. This impact is explained later within the report.

Taking action on the gender pay gap

The University of Nottingham produces an annual report in response to gender pay reporting legislation. This gives us the opportunity to benchmark against our peers, share best practice, and to challenge ourselves in reducing our gender pay gap.

The University's gender pay gap comes from a range of factors. Some are historical and will take time to address. Others can be changed more rapidly via a proactive and ongoing review of our strategies affecting recruitment, pay and reward and other areas. Making meaningful progress in the five key areas highlighted below will help the University support equality, diversity and inclusion across all activity.

During 2019 the University launched its [Equality Diversity and Inclusion Strategic Delivery Plan](#) and celebrated International Women's Day with a [range of events](#) throughout March 2019. It has also revised its governance structure for EDI to ensure clearer routes and opportunities for direct engagement with staff and students across the University. This includes our staff and student networks.

Encouraging women into the University at higher-level roles

Ensuring that there are more women in senior roles has been a priority for several years and we continue to make consistent progress. The University is committed to increasing gender parity within our senior positions. Our institutional objective aims to have 35% of senior roles (level 6 & 7) filled by staff who identify as a woman by 2020. This target was met at the Institutional Equality Reporting Objectives reporting date of 31 January 2020.

Examples of activity in 2019 includes:

- **Vice-Chancellor's Mentoring Scheme** – The Vice-Chancellor first ran her mentoring scheme in 2019. This has been relaunched for 2020. The programme is open to staff who have aspirations or ambitions for senior leadership roles within or outside the University. Applications are encouraged from senior staff with protected characteristics.
- **STEMM Change**
The University won funding from the Engineering and Physical Sciences Research Council (EPSRC) in response to their Inclusion Matters call in 2018. This funds a two-year research project which evaluates the specific issues and barriers to progression faced by women working in the STEMM fields. The project goal is to radically overhaul how staff in STEMM roles are recruited, retained and rewarded at the University and beyond. This work continues and updates are available within the [STEMM Change webpages](#).
- **Recruiting women into research**
We have continued our Anne McLaren Fellowship Scheme alongside our Nottingham Research Fellowships programme. The Anne McLaren scheme particularly encourages fellowship applicants who are outstanding female scholars in science, technology, engineering and medicine through careful consideration of advertising material, and a start-up package which includes provision for childcare costs. This scheme was noted within a UKRI [evidence review](#) of initiatives to support diversity in research, published in late 2019.
- **Trailblazing Women of Nottingham Exhibition** – An exhibition showcasing 20 diverse trailblazing women, with a Nottingham connection was designed and displayed to complement the joint University of Nottingham and Nottingham Trent University International Women's Day celebratory event. Over the last 12 months the universities' trailblazing women have visited 14 different locations across our UK campuses. In 2020 the exhibition will find its permanent home in University Park's Teaching and Learning Building.

Supporting women to stay and develop careers at the University

The impact of caring commitments is typically higher for women, who have historically found it more difficult to remain in, or return to, employment. This can be a result of having young children or elderly parents, or to meet other caring responsibilities. The University is committed to offering flexibility and support around caring responsibilities to staff.

Examples of activity in 2019 include:

- **Appraisal and Development Conversations (ADC)** – Introduced in August 2019, a new approach to staff appraisal, following a review and based on staff feedback. This approach increases the focus on developmental conversations to include work-life balance and wellbeing, along with promotion readiness conversations where applicable. The direct link between annual appraisal and performance related reward has been removed to encourage more meaningful and holistic conversations.
- **Returners' Pilot** – In November 2018 the Faculty of Science launched a Return to Work pilot scheme which offers a six-month contract to individuals whose contract of employment ended whilst they are taking a period of time out of work to have a family. The return to work scheme aims to minimise the impact a gap in publication records may have on an academic career. The pilot will run for a minimum of two years.
- **New Parents' Pack** – Introduced in November 2019. The University values working parents and knows that small adjustments and support can make a positive difference when planning for and taking maternity, paternity, adoption, or shared parental leave. The University is committed to providing all the information and support needed to empower staff to make the right choices and to help the process to go as smoothly as possible. The pack is intended to be used alongside existing policies, as a resource for both staff and managers to help plan and prepare for periods of parental leave and returning to work.

Helping women to progress at the University

The University has a broad personal and [professional development provision](#) available to all staff including leadership development – specific programmes and training to develop the skills and careers of women. The [Leadership and Management Academy \(LMA\)](#) launched in 2016. Year one, two and three cohorts saw a higher proportion of women than men taking part in these programmes. This extensive programme of talent development is expected to contribute to the progression of women to more senior roles in coming years.

Examples of activity in 2019 includes:

- **Leadership and Management Academy**
The LMA year four cohort once again included a greater proportion of women than men. 134 women signed up compared to 60 men.
- **Review of the academic promotions process**
The review into academic promotion criteria, process and practice is complete and will now move into a phase of continual improvement. This review is key to identifying and removing barriers to women's progress. Careful consideration was given to promotions criteria, with particular attention paid to reducing or removing indicators which measured quantity of work, rather than quality. All academic staff were given the opportunity to contribute to change within the process. Changes went live for the 2019/20 academic promotions cycle.
- **Senior Pay Review**
The University Executive Board approved the development of detailed proposals to reward level seven staff (equivalent to professorial grade) in bands based on their contribution. The implementation of this change will reduce the impact of length of service on pay. The outcomes of the review are expected to apply to colleagues promoted to, or recruited to, level seven roles from August 2020, and for existing level seven staff from August 2021.
- **Robust monitoring processes for promotion and recruitment**
We ensure that all applicants for promotion are able to signal any EDI considerations which should be taken into account when reviewing applications. These considerations are actively reviewed and fed into decision making. We continue to analyse the gender split across promotion and recruitment applications and appointments, and use this data to inform specific interventions by leaders and managers.

Ensuring balanced gender distribution in lower-level roles

A significant contributor to the current gender pay gap is the lower number of men than women in junior roles. Since 2014 we have moved from 32% of our level one and two roles being occupied by men to 34.25% at the census date for this report. Increasing these percentages further and ensuring that we have a balanced distribution of gender at roles of all levels is a priority for the University.

Examples of activity in 2019 includes:

- **Employer branding** – The University has developed new employer branding through 2019, which will be launched in 2020. This uses imagery and language designed to reflect the diverse workforce employed by the University.
- **Recruitment advertising guidance** – The University developed recruitment advertising guidance during 2019 that provides best practice guidance in advertising roles using gender neutral language. This will help us develop job adverts to attract increased applications from under-represented groups - including men in lower-level roles.

A commitment to Athena SWAN principles

The University of Nottingham is proud to have retained our **Athena SWAN** silver institutional award in 2018. This demonstrates the University's commitment to the progressive and far-reaching charter, adopting Athena SWAN principles within our policies, actions plans and working culture.

Sixteen University schools or faculties also hold Athena SWAN awards, recognising the commitment to progress gender equality through local action plans. We are actively working towards a goal of all schools and faculties holding an Athena SWAN.

Gender pay gap legislation our responsibilities

Gender pay legislation requires employers with 250 or more employees to publish data clearly demonstrating how large the pay gap is between their male and female employees. The University of Nottingham is covered by, and fully complies with, public sector regulations.

The legislation is based on a snapshot of pay at the census date of 31 March for the relevant reporting year. This report covers the period to 31 March 2019, including annual payments and bonuses which were paid between 1 April 2018 and 31 March 2019.

Why do we have to report on our gender pay gap?

The Equalities Act 2010 (Specific Duties and Public Authorities) came into force on 6 April 2017. It requires public sector organisations to publish their results against six prescribed indicators of gender pay equality.

As a University, we recognise that people are our greatest asset. We are committed to our values of inclusivity, fairness, ambition, openness and respect. As such, this information is a key element of our work to build greater equality across a more diverse and inclusive workforce. The results help us to better understand and focus on the relevant issues, and we hold ourselves to account as we continue to plan and take action to improve on our current position.

What do we have to report on?

We report against six prescribed organisation-wide calculations, to show the difference between the average earnings of male and female staff at our University. This report provides the broader context in understanding the University, its results and the actions that we continue to take in building a University that treats its people fairly, equally and inclusively – regardless of gender or any other protected characteristic.

A note on gender terminology: When referring to the gender pay gap legislation, or the calculations required by the legislation, the gender terminology used within the legislation (male/female) has been used. When referring to University colleagues, actions taken, or actions planned by the University, we believe using women/men is more inclusive, and those terms are used in this context.

The six calculations

The University must publish the following information on an annual basis:

1. the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
2. the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3. the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4. the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5. the proportions of male and female relevant employees who were paid bonus pay
6. the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

These calculations make use of two types of averages:

A mean is the difference between the average hourly earnings of male and female staff

A median is the difference between the midpoints in the ranges of hourly earnings of male and female staff. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. This measure is not affected by outliers i.e. a few individuals at the top or bottom of the range.

When and how do we have to publish this information?

We are publishing the University's gender pay gap results within this report, as well as through the [government website](#) as required by legislation.

How often do we have to publish this information?

We are required to publish this information before 30 March on an annual basis. The snapshot date will be from 31 March of the previous year. This report was published in March 2020, and the snapshot date is 31 March 2019.

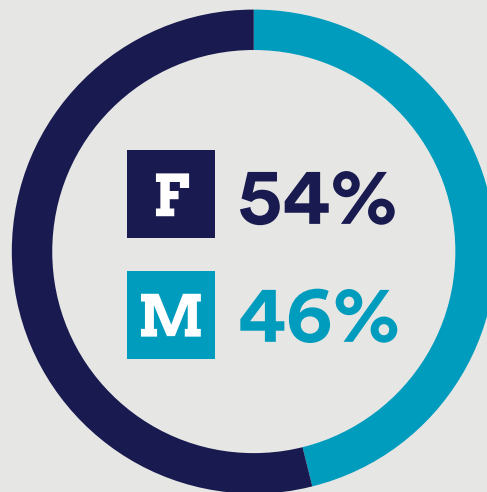
What is the difference between the gender pay gap and equal pay?

The gender pay gap differs from equal pay. Equal pay examines the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value in the same employment. It is unlawful to pay people unequally because of gender. The gender pay gap shows the differences in the average pay between all men and women across the entire organisation, regardless of the level/grade at which they work. The gender pay gap represents the distribution of men and women in different roles at different pay grades.

In line with our legal obligations men and women are paid equally for work of equal value across the University. This ethos of equal pay is underpinned by a robust job evaluation system. We regularly carry out Equal Pay Reviews to ensure that men and women at the University are paid equally for work of equal value. The most recent review was carried out in 2017, reported within the [University Athena Swan submission](#), with a further review planned for 2020.

University of Nottingham gender pay gap results

University demographic split



UCEA have produced various infographics to provide additional information and context to the HE sector gender pay gap. These can be found on the [UCEA website](#). For context, the latest UCEA data on the UK higher education sector shows the same gender split as reported by the University of Nottingham, of 54% women and 46% men within the workforce.

The six calculations required by legislation

Difference between men and women (calculations one to four)

	Mean	Median
Hourly fixed pay	21.7%	16.9%
Bonus paid	78.1%	27.1%

The table above shows the University of Nottingham's overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date, 31 March 2019. On average female staff are paid 16.9% less (as a median) than male staff across the University. This is an increase from the 16.6% median pay gap reported in the 2018 data. However, the mean pay gap has reduced from 22% in 2018 to 21.7% in 2019.

The table also captures the mean and median differences between the value of bonuses paid to male and female staff in the year up to 31 March 2019.

Impact of high vs low-level roles

Our analysis of our gender pay gap shows that there continue to be more male staff in senior roles at the University, and more female staff in lower level roles. This disparity in representation across the full range of roles at the University results in the gender pay gap.

When looking at the bonus gap (value) it is again predominantly driven by the higher number of male staff in senior, higher-paid roles. Bonuses are currently paid as a percentage of salary, and so staff earning a higher salary receive a higher value of bonus. As more male staff are paid higher salaries, the value of those bonuses is higher. The University moved to a new reward scheme in August 2019 in which for the majority the value of bonuses is not dependant on staff pay level. This should contribute to a positive reduction on the bonus gender pay gap calculations.

When looking at the bonus gap (proportion) our analysis shows that a very similar proportion of male staff (8%) and female staff (7.2%) receive bonus payments. The proportion difference has narrowed from the 2018 data.

The impact of including Clinical Academic pay arrangements

The median (27.1%) and mean results of the value of bonus paid (78.1%) are significantly influenced by the Clinical Excellence Awards (CEA). CEAs are a National Health Service (NHS) award. Local award schemes are managed by individual NHS employers, with national awards managed by the Advisory Committee on Clinical Excellence Awards Trust. The University does not control the CEA award schemes.

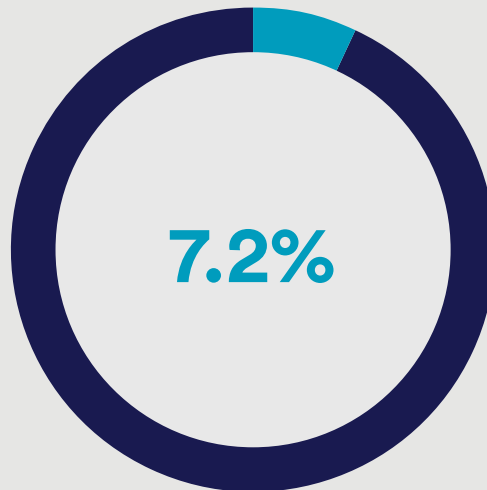
The majority of Clinical Academic staff employed at the University are men, and so CEAs have a disproportionate impact on the overall bonus gap. The table below shows bonus pay gaps with Clinical Academic staff removed, this shows the gap in relation to bonus awards the University is able to directly control.

Calculation	Type	2019 (including) Clinical Academic staff	2019 (excluding) Clinical Academic staff	2018 (including) Clinical Academic staff	2018 (excluding) Clinical Academic staff	2017 (including) Clinical Academic staff	2017 (excluding) Clinical Academic staff
Bonus gap	Median	27.1%	18.6%	28.6%	19.0%	38.5%	29.7%
	Mean	78.1%	28.4%	75.5%	30.2%	77.5%	34.3%

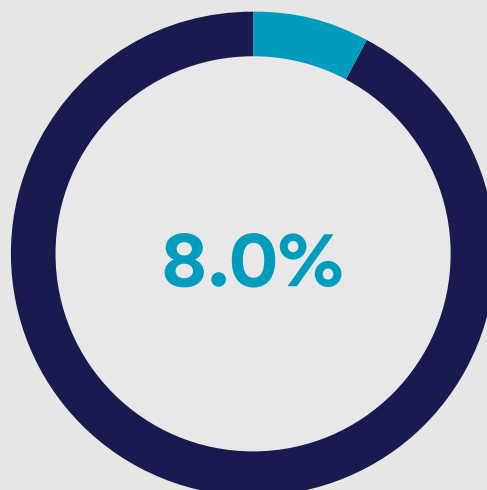
Proportion of staff awarded a bonus

Calculation five

Women = 7.2%



Men = 8.0%

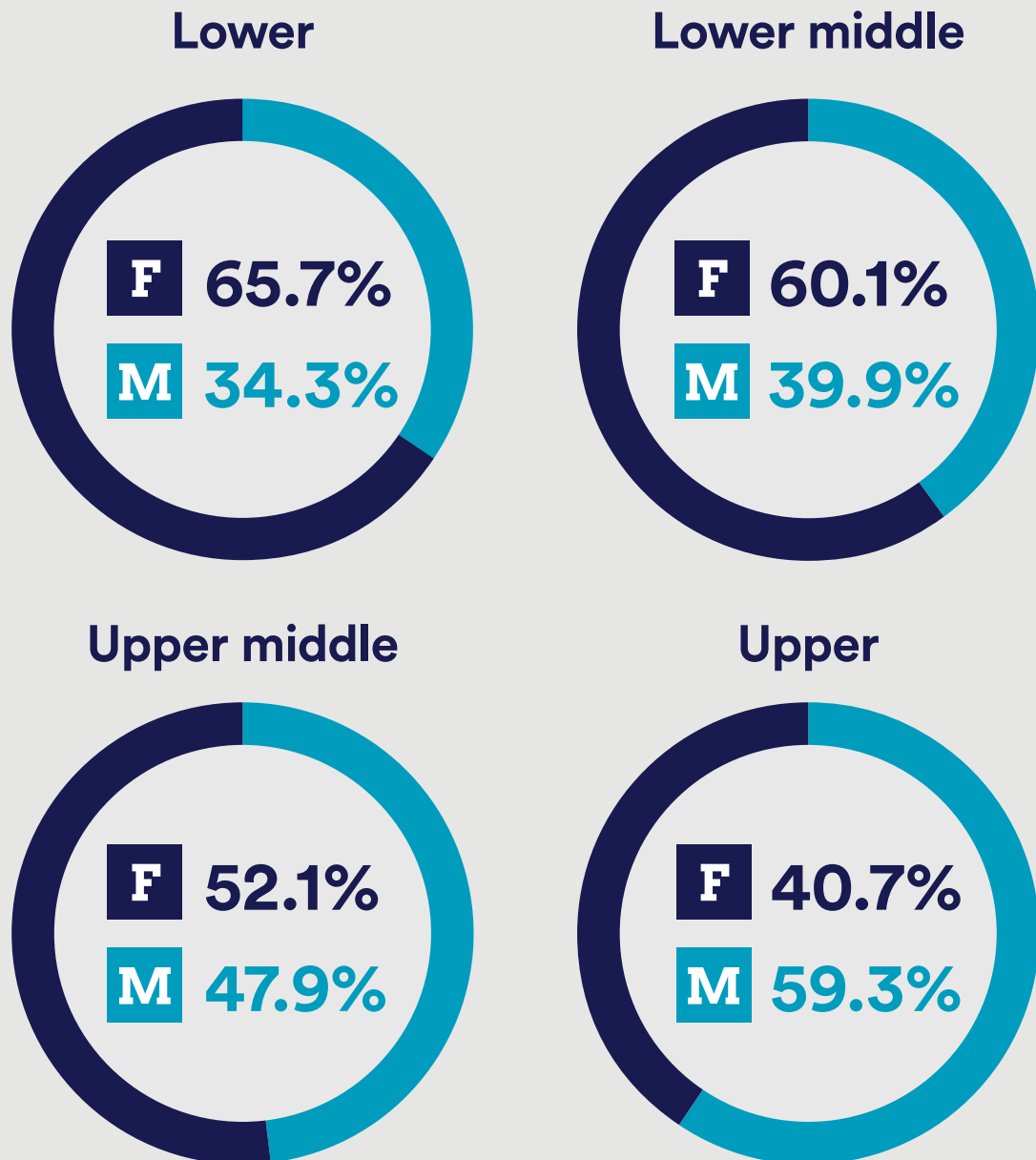


The graphs above shows that 0.8% fewer female staff received a bonus than male colleagues. The Clinical Excellence Award (CEA) also influences this result. If we discount the CEA the results would have been reversed, with 9.2% of female staff receiving a bonus in comparison with 8.9% of male staff for their performance in this period.

We remain confident that the continued trend in the 2017, 2018 and 2019 calculations showing a minimal difference in the gender split of bonus payments awarded shows that male and female staff have an equal opportunity to earn a bonus within the University scheme. Our University bonus schemes are monitored on an ongoing basis to ensure that there is equality of opportunity for staff to earn a bonus. The results of the monitoring are analysed at both a local and institutional level.

Pay quartiles

Calculation six



The above data illustrates the gender distribution at the University of Nottingham across four equally-sized quartiles.

The quartiles illustrate a root cause of the gender pay gap within the University. There is a higher proportion of female staff within the lower three quartiles, and a higher proportion of male staff within the upper quartile. This is the primary influence on the gender pay gap at the University of Nottingham. The proportion of female staff in the highest paid two quartiles has increased when compared with the 2018 results. The upper quartile has increased from 40.1% female staff representation to 40.7%, and the upper middle quartile from 51.9% female staff representation to 52.1%.

The gender pay gap within UK higher education

Processes, policies and practice

The University is committed to ensuring that its processes, policies and practice reflect an institutional commitment to fairness, equality and inclusion. It is also useful to highlight context that is particularly relevant to the UK higher education sector.

The UK HE sector as a whole sees an imbalance of men at senior levels. This is prevalent within academic positions and has been evidenced for many years. While there are a number of causes for this, both institutional and societal, the result is that the University of Nottingham, like many other UK HEI institutions, retains a significant number of long-serving male academics with salaries that are – in many cases – significantly above the levels of more recently-promoted or recruited academic staff.

The proportion of women academics, including those in senior posts, is increasing. But the gender pay gap remains, in part due to the length of time senior male staff have been in post. The ongoing senior pay project has focused senior pay decisions on contribution, moving away from reward decisions relating to time served in post. In recent years the University has taken steps to equalise starting pay on promotion, and to take proactive action on analysing, identifying and equalising historic gender salary imbalances.

The counterpoint to the imbalance of men at senior levels in the sector is the lower proportion of men at lower staff levels. This contributes towards the gender pay gap by leading to a higher number of women at the lower-paid staff levels. Efforts to significantly reduce the gender pay gap need to focus on the imbalance at both lower and senior levels. The University continues to be committed to improving results at all levels.

Future priorities

We know there is still significant work to do to reduce our gender pay gap. Priority tasks have been identified for the new Gender and Ethnicity Pay working group. These include: collating quantitative and qualitative data to better inform understanding of the impact of our actions taken so far, prioritising those which have the greatest potential, and identifying any gaps in our approach which will lead to a faster reduction in pay gaps.

We believe that collective action, taking a systems perspective in understanding all factors influencing pay, and using an evidence-based approach in prioritising interventions will enable further progress in reducing our pay gaps. The University of Nottingham remains committed to supporting all staff in their potential, and to embed equality in our approach to recruitment, reward and progression.